



Board of Governors of the City of London School for Girls

Date: MONDAY, 11 FEBRUARY 2019

Time: 11.00 am

Venue: COMMITTEE ROOMS, SECOND FLOOR, WEST WING, GUILDHALL,
LONDON, EC2V

Members:

Deputy Clare James (Chairman)	Ann Holmes
Nicholas Bensted-Smith (Deputy Chairman)	Mary Ireland (External Member)
Professor Anna Sapir Abulafia (External Member)	Deputy Robert Merrett
Rehana Ameer	Sylvia Moys
Randall Anderson	Dhruv Patel OBE, Aldgate
Tijs Broeke	Elizabeth Phillips (External Member)
Deputy Roger Chadwick (Ex-Officio Member)	Deputy Richard Regan
Alderman Emma Edhem	Alderman William Russell
Dr. Stephanie Ellington (External Member)	Sir Michael Snyder
Soha Gawaly (External Member)	Deputy James Thomson (Ex-Officio Member)
Deputy Tom Hoffman	

Enquiries: Alistair MacLellan
alistair.maclellan@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1pm

N.B. part of this meeting may be subject to audio-visual recording.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 3 December 2018.

For Decision
(Pages 1 - 4)
4. **MINUTES - REFERENCE SUB-COMMITTEE - 10 OCTOBER 2018**
To receive the public minutes and non-public summary of the Reference Sub-Committee meeting held on 10 October 2018.

For Information
(Pages 5 - 6)
5. **ANNUAL REVIEW OF TERMS OF REFERENCE**
Report of the Town Clerk.

For Decision
(Pages 7 - 10)
6. **REPORT OF THE HEADMISTRESS**
Report of the Headmistress.

For Decision
(Pages 11 - 14)
7. **REVISED CAPABILITY POLICY AND PROBATIONARY PROCEDURE**
Report of the Director of Human Resources.

For Decision
(Pages 15 - 46)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

10. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

11. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 3 December 2018.

For Decision
(Pages 47 - 54)

12. **MINUTES - ACADEMIC WORKING PARTY - 1 FEBRUARY 2019 [TO FOLLOW]**
To receive the minutes of the Academic Working Party meeting held on 1 February 2019.

For Information

13. **MINUTES - 125TH ANNIVERSARY WORKING PARTY - 10 OCTOBER 2018**
To receive the minutes of the 125th Anniversary Working Party meeting held on 10 October 2018.

For Information
(Pages 55 - 58)

14. **NON-PUBLIC MINUTES - REFERENCE SUB-COMMITTEE - 10 OCTOBER 2018**
To receive the non-public minutes of the Reference Sub-Committee meeting held on 10 October 2018.

For Information
(Pages 59 - 62)

15. **MINUTES - 125TH ANNIVERSARY WORKING PARTY - 26 JUNE 2018**
To receive the minutes of the meeting of the 125th Anniversary Working Party meeting held on 26 June 2018.

For Information
(Pages 63 - 66)

16. **PRESENTATION - GUATEMALA TRIP**
The Headmistress to be heard.

For Information

17. **EXPANSION - COMMUNICATIONS UPDATE**

Report of the Headmistress.

For Information
(Pages 67 - 86)

18. **HEADMISTRESS' REPORT**

Report of the Headmistress.

For Decision
(Pages 87 - 94)

- a) Appendix A - Assessment and Recording Policy (Pages 95 - 102)
- b) Appendix B - Framework for Pupil Assessment (Pages 103 - 104)
- c) Appendix C - Collective Worship Policy (Pages 105 - 108)
- d) Appendix D - Work Experience Policy (Pages 109 - 112)
- e) Appendix E - Request for Sabbatical Leave (Pages 113 - 114)
- f) Appendix F - Supporting Evidence (Pages 115 - 118)
- g) Appendix G - Outcome Letter (Pages 119 - 122)
- h) Appendix H - Contextual Admission Proposal (Pages 123 - 124)
- i) Appendix I - Minutes of the School's Health and Safety Committee meeting held on 4 January 2019 (Pages 125 - 126)

19. **MANAGEMENT INFORMATION DASHBOARD**

Joint report of the Chamberlain and the Bursar.

For Information
(Pages 127 - 140)

20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda - Circulated Separately

22. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 3 December 2018.

For Decision

23. **CONFIDENTIAL MINUTES - ACADEMIC WORKING PARTY - 1 FEBRUARY 2019
[TO FOLLOW]**
To receive the confidential minutes of the Academic Working Party meeting held on 1 February 2019.

For Information

24. **REVIEW OF SENIOR MANAGEMENT PAY STRUCTURES IN THE THREE CITY
OF LONDON CORPORATION SCHOOLS**
Report of the Director of Human Resources.

For Decision

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BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL FOR GIRLS **Monday, 3 December 2018**

Minutes of the meeting of the Board of Governors of the City of London School for Girls held at City of London School for Girls - ST GILES TERRACE, BARBICAN, EC2Y 8BB on Monday, 3 December 2018 at 11.00 am

Present

Members:

Deputy Clare James (Chairman)	Deputy Tom Hoffman
Nicholas Bensted-Smith (Deputy Chairman)	Ann Holmes
Professor Anna Sapir Abulafia (External Member)	Deputy Robert Merrett
Randall Anderson	Sylvia Moys
Alderman Emma Edhem	Elizabeth Phillips (External Member)
Dr Stephanie Ellington (External Member)	Alderman William Russell

Officers:

Alistair MacLellan	- Town Clerk's Department
Steve Reynolds	- Chamberlain's Department
Ena Harrop	- Headmistress
Alan Bubbear	- Bursar
Justine Venditti	- Senior Deputy Head (Staff and Special Projects)
Sue Farnsworth	- Development Manager
Victoria Mackay	- Newly Qualified Teacher (Item 11)

1. APOLOGIES

Apologies were received from Rehana Ameer, Tijs Broeke, Deputy Roger Chadwick, Soha Gawaly, Deputy Robert Merrett, Deputy Richard Regan, Sir Michael Snyder and Deputy James Thomson.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the meeting held on 8 October 2018 be approved as a correct record.

4. TEACHERS' PAY PANEL UPDATE

Governors considered an update report of the Director of Human Resources regarding the Teachers' Pay Panel.

RESOLVED, that the report be received.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of other business.
7. **EXCLUSION OF THE PUBLIC**
RESOLVED, that under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
8. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 8 October 2018 be approved as a correct record.
9. **MINUTES - ACADEMIC WORKING PARTY - 8 OCTOBER 2018**
RESOLVED, that the minutes of the Academic Working Party meeting held on 8 October 2018 be received.
10. **FUNDRAISING UPDATE**
The Development Manager was heard regarding fundraising.
11. **REPORT OF THE HEADMISTRESS**
Governors considered a non-public update report of the Headmistress. Prior to any substantive comments being made on the report, Governors had the opportunity to pose question to a Newly Qualified Teacher regarding her experience of the School thus far.
12. **APPENDIX A - ACCESSIBILITY PLAN**
RESOLVED, that subject to comments made by Governors, the Accessibility Plan be approved.
13. **APPENDIX B - NQT INDUCTION POLICY**
RESOLVED, that the Newly Qualified Teacher Induction Policy be approved.
14. **APPENDIX C - COMPLAINTS POLICY**
RESOLVED, that the Complaints Policy be approved.
15. **APPENDIX D - DfE GUIDANCE ON NQT INDUCTION**
RESOLVED, that DfE Guidance on NQT Induction be received.
16. **APPENDIX E - OUTREACH REPORT 2018**
RESOLVED, that DfE Guidance on NQT Induction be received.
17. **GATEWAY 1/2/3/4 - CITY OF LONDON SCHOOL FOR GIRLS EXPANSION PROJECT**
Governors considered a report of the Headmistress regarding the Gateway 1/2/3/4 City of London School for Girls Expansion Project.

18. **APPENDIX 1 - PROJECT BRIEFING**
RESOLVED, that Appendix 1 (Project Briefing) be received.
19. **APPENDIX 2 - PROJECT CASHFLOW**
RESOLVED, that Appendix 2 (Project Cashflow) be received.
20. **APPENDIX 3 - 10 YEAR PROJECTION OF SCHOOL RESERVES**
RESOLVED, that Appendix 3 (10 Year Projection of School Reserves) be received.
21. **APPENDIX 4 - BUSINESS CASE**
RESOLVED, that Appendix 4 (Business Case) be received.
22. **APPENDIX 5 - ARCHITECT PROJECT BRIEF**
RESOLVED, that Appendix 5 (Architect Project Brief) be received.
23. **APPENDIX 6 - PROJECT RISK REGISTER**
RESOLVED, that Appendix 6 (Project Risk Register) be received.
24. **APPENDIX 7 - PROGRAMME**
RESOLVED, that Appendix 7 (Programme) be received.
25. **PROPOSED 2019/20 REVENUE BUDGET**
Governors considered a joint report of the Chamberlain and Headmistress regarding the proposed 2019/20 Revenue Budget.
26. **REPAIRS, MAINTENANCE & IMPROVEMENTS FUND**
Governors considered a joint report of the Chamberlain, Headmistress and City Surveyor regarding the Repairs, Maintenance and Improvements Fund.
27. **TEACHERS' PENSION SCHEME UPDATE**
Governors considered an update report of the Headmistress regarding the Teachers' Pension Scheme.
28. **GATEWAY 7 OUTCOME REPORT - CITY OF LONDON SCHOOL FOR GIRLS REFURBISHMENT PROGRAMME**
Governors considered a Gateway 7 Outcome report of the Headmistress regarding City of London School for Girls Refurbishment Programme.
29. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
30. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of other business.

31. **CONFIDENTIAL APPENDICES TO TEACHERS' PAY PANEL UPDATE**

Governors considered the confidential appendices to the public report of the Director of Human Resources regarding the Teachers' Pay Panel.

The meeting ended at 1.00 pm

Chairman

Contact Officer: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

**REFERENCE SUB COMMITTEE OF THE BOARD OF GOVERNORS OF THE
CITY OF LONDON SCHOOL FOR GIRLS
Monday, 8 October 2018**

Minutes of the meeting of the Reference Sub Committee of the Board of Governors
of the City of London School for Girls held at Guildhall on Monday, 8 October 2018 at
12.00 pm

Members:

Deputy Clare James (Chairman)
Nicholas Bensted-Smith (Deputy Chairman)
Deputy Richard Regan
Sir Michael Snyder

Officers:

Ena Harrop	- Headmistress, City of London School for Girls
Alan Bubbear	- City of London School for Girls
Steven Reynolds	- Chamberlain's Department
Peter Goss	- Town Clerk's Dept.

1. APOLOGIES

There were no apologies for absence.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were none.

3. TERMS OF REFERENCE

Following discussion of the Sub-Committee's terms of reference it was agreed that only sabbatical leave for staff under the level of Senior Management Team (SMT) should be considered by the Sub Committee and that SMT posts and above should be presented to the Board for decision. It was also felt that the word 'estimates' needed clarifying within the context of the Sub Committee's terms of reference.

RESOLVED – That the terms of reference for the Sub Committee be:

"To consider arrears of school fees, sabbatical leave for posts up to the level of SMT and associated cost estimates (with power to act) and other such matters as the Board may from time to time decide for the year ensuing."

4. MINUTES

4.1 26 February 2018

RESOLVED – That the minutes of the meeting held on 26 February 2018 be approved as an accurate record.

4.2 23 May 2018

RESOLVED – That the notes of the inquorate meeting held on 23 May 2018 be received.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were none.

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other urgent business.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100 A of the Local Government Act 1972, the public be excluded from the meeting for the remaining items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972.

8. **NON-PUBLIC MINUTES**

8.1 **26 February 2018**

RESOLVED – That the non-public minutes of the meeting held on 26 February 2018 be approved as an accurate record subject to the spelling of Councillor in the 2nd and 4th paragraphs at item 9, Parent 10 being corrected to read Counsellor (amendment incorporated).

8.2 **23 May 2018**

RESOLVED – That the non-public notes of the inquorate meeting held on 23 May 2018 be received.

9. **MANAGEMENT OF ARREARS OF FEES AT CITY OF LONDON SCHOOL FOR GIRLS - AUTUMN TERM 2018**

The Governors considered a report of the Bursar regarding arrears of school fees as of Summer 2018.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

11. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were none.

The meeting ended at 12.35 pm

Chairman

Contact Officer: Peter Goss / peter.goss@cityoflondon.gov.uk

Committee(s): Board of Governors of the City of London School for Girls	Dated: 11 February 2019
Subject: Annual Review of Terms of Reference	Public
Report of: Town Clerk	
Report Author: Alistair MacLellan, Senior Committee and Member Services Officer	For Decision

Main Report

1. Each grand committee of the Court of Common Council is obliged to review its terms of reference annually and in good time for any changes to be considered before committees are reappointed by the Court in April each year.
2. The terms of reference of the Board of Governors of the City of London School for Girls are attached as an appendix for your consideration.
3. It is proposed that the approval of any further changes to the Committee's terms of reference be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.
4. The Board is also required to review the frequency of its Committee meetings. At present the Board is scheduled to meet four times in 2019, in February, June, October and December.

Recommendation(s)

- That, subject to any comments, the terms of reference of the Board be approved for submission to both the Policy and Resources Committee and the Court of Common Council, as set out at Appendix 1, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman; and
- Members consider whether any change is required to the frequency of the Committee's meetings.

Appendices

- Board of Governors of the City of London School for Girls – Court Order 2018

Alistair MacLellan

Town Clerk's Department

alistair.maclellan@cityoflondon.gov.uk

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BOWMAN, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL FOR GIRLS

1. Constitution

A Non-Ward Committee consisting of,

- up to two Aldermen nominated by the Court of Aldermen
- up to 12 Commoners elected by the Court of Common Council at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the following ex-officio Members:-
 - the Chairman of the Board of Governors of City of London School
 - the Chairman of the Board of Governors of City of London Freeman's School
- up to six co-opted non-City of London Corporation Governors with experience relevant to the Board

The Chairman of the Board shall be elected from the City Corporation Members.

2. Quorum

The quorum consists of any five Common Council Governors.

Any decision taken by the Board of Governors shall require the agreement of a majority of Common Council Governors present at the meeting and voting.

3. Membership (until July 2018)

ALDERMEN

- 4 William Anthony Bowater Russell
- 1 Peter Lionel Raleigh Hewitt

COMMONERS

- 4 (4) Nicholas Michael Bensted-Smith, J.P.
- 1 (1) Tijs Broeke, *for one year*
- 4 (4) Ann Holmes
- 3 (3) Randall Keith Anderson
- 16 (3) Tom Hoffman, Deputy
- 16 (3) Sylvia Doreen Moys
- 17 (2) Richard David Regan, O.B.E., Deputy
- 28 (2) Sir Michael Snyder
- 4 (1) Emma Edhem
- 9 (1) Clare James, Deputy
- 1 (1) Robert Allen Merrett, Deputy
- 1 (1) Rehana Banu Ameer, *for three years*

together with :-

Prof. Anna Abulafia

Dr. Stephanie Ellington

Soha Gawaly

Elizabeth Phillips

Vacancy

Vacancy

together with the ex-officio Members referred to in paragraph 1 above.

4. Terms of Reference

To be responsible for:-

- (a) all School matters;
- (b) the management of the School land and buildings belonging to the City of London Corporation;
- (c) the appointment of the Headmaster/Headmistress and, where appropriate, the deputies and the bursar.

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Committee(s): Board of Governors, City of London School for Girls	Date(s): 11 February 2019
Subject: Public Report	Public
Report of: Ena Harrop, Headmistress, CLSG	For Information
Report author: Alan Bubbear, CLSG	

Main Report

Forthcoming Events

13 th Feb, 22 nd Mar, 9 th May, 4 th June	Year 7 Challenge
15 th February	Piano Lunchtime Concert
18 th - 22 nd February	Half Term
25 th Feb – 1 st March	Year 13 Mocks
26 th February	Year 6 Joint Social
28 th February	Joint Concert with CLS
1 st March	Year 5 Visit to Globe Theatre
5 th March	Year 8 Challenge
6 th March	Colton Memorial Lecture: Guest Speaker, Clarissa Ward
	Parent eSafety Information Evening
6 th -7 th March	Sixth Form Drama Production Performances
7 th March	Early Music Lunchtime Concert
8 th March	Year 10 City Girls in the City Day
	Year 4 Parents' Breakfast
11 th March	RPE Year 9 Jewish Museum Trip
	A Level Music Recitals
12 th March	125 th Music Concert
	Year 7 Joint Social
13 th March	Year 13 Parents' Evening
14 th March	Year 7 Concert
15 th March	Prep Poetry Performance
16 th March	Year 11 Silver & Year 12 Gold Duke of Edinburgh Training Day
17 th March	Year 9 & 10 Bronze Duke of Edinburgh Training Day
19 th March	Staff INSET Afternoon
20 th March	Open Lunchtime Concert
	Prep Parents' Evening
21 st March	Year 8 Parents' Evening

25th -29th March
26th March

27th March
28th March
29th March
1st -22nd April
1st May
2nd May

3rd May
7th May
14th May
15th May
16th-17th May
20th -24th May
27th -31st May
4th June
6th June

7th June

Prep Science Week
Prep Parents' Evening
Prep Parents' Quiz
Musical Theatre Concert
Year 5 LAMDA Examinations
ABRSM Exams
Term Ends
Easter Holiday
Founders Day
Whole School Photo
Leavers Concert
Year 11 Last Day
Women Composers Concert
Strings Lunchtime Concert
Year 13 Last Day
Staff Days
School Exam Week
Half Term
Year 8 Stubbers Trip
Year 10 Trip to Sussex University TBC
Year 7 Parents' Evening
Year 12 UCAS & EPQ

Educational Visits

11th -13th February
11th -14th February
14th -19th February
14th-22nd February
9th -23rd March

15th -17th March
22nd -25th March
26th March - 4th April
29th March -1st April

29th March - 1st April
3rd - 4th May

2nd - 3rd June

7th - 8th June

6th Form Geography Trip to Slapton Ley
Year 6 Trip to Normandy
Year 10 Granada Trip
Ski Trip
Year 9 French Immersion Exchange
(Group 3)
HABSMUN
Year 8 Barcelona Trip
China Trip
Year 7 & 8 Classics & Geography Italy
Trip
Berlin Trip
Year 9 & 10 Bronze Duke of Edinburgh
Practice
Year 9 Bronze Duke of Edinburgh
Qualifier
Year 10 Bronze Duke of Edinburgh
Qualifier

Governors' Visiting Days

1. The School is always delighted to welcome Governors to spend a day in school either attending lessons in a specific subject or else shadowing a particular year group.

- 2 Any Governors who would like to make a visit are asked to contact the Deputy Head at the school to discuss possible dates and the programme that would interest them.

Health and Safety

3. There was one reportable incident between the period from 3rd September to current date. This involved a student dislocating her knee whilst playing netball in a PE lesson.
4. The minutes of the H&S meeting on 4th January 2019 are attached as an appendix to the Non-Public report of the Headmistress.

Lettings

Hirer	Dates	Venue
Barbican Lawn Tennis Club	Various Evenings	Tennis Courts
Aquavision Synchronised Swimming	Every Saturday	Swimming Pool
ABRSM	Tuesday 6th November 2018	New Hall
Cor et Lumen Christi Community	13th & 14th October	New Hall
City of London Police Swimming	Every Wednesday	Swimming Pool
Global Harvesters Fellowship	Every Sunday	Main Hall or New Hall
Go Mammouth	Every Monday, Tues, Wed and Thursday Evenings	Gymnasium
Justin Craig Education	20th – 27th October 2018	B Floor
London Gay Symphony Orchestra	20th – 23rd December 2018	Classrooms
	14th October and 16th December	Music Room / Committee Room
London Gay Men's Chorus	8th October, 2th November 9th December	New Hall, Black Box & Music Rooms
London Symphony Chorus	September 4, 6, 12, 20, 25, 27, 29, October 2, 4, 9, 11, 13, 16, 18, 23, 25, 30 Nov 1, 8, 9, 13, 15, 20, 22, 27, 29 & Dec 4 and 6	Main Hall / New Hall
Fire Camp	17th-19th December	B Floor Classrooms
International House	8, 9 September, 6th October, 3rd November and 2nd December	Main Hall, A/B floor classrooms
Kids Lit Quiz	4th December	Main Hall
Royal Philharmonic Society	21st September	New Hall
Royal Choral Society	Every Monday & various Sundays	Main Hall
SOS Internationale	20th - 21st October	New Hall / Main Hall
Tri For Fitness	Every Tuesday	Swimming Pool

Swimming Class	Every Sunday	Swimming Pool
Sport & Arts London Swimming	Every Saturday	Swimming Pool
Otter Swimming Club	Every Wednesday	Swimming Pool
3S Swim School	Every Mon, Thurs, Fri and Sunday	Swimming Pool
Issy Fidderman World Schools Boot Camp	15th & 16th September	Main Hall
	29th and 30th September	
Team Up	23rd September	New Hall & 3 Classrooms
Orion Symphony Orchestra	7th October	Main Hall

Updates on CLSG Expansion Project

5. Since the last Board meeting, the CLSG Expansion Project has been considered by various City Committees and the Court of Common Council and approved to proceed to the next stage which will involve developing the proposals to a detailed design phase. In parallel early stage consultations with teachers, Aldersgate Members and Barbican House representatives have commenced. These will continue through the first quarter of this year ahead of more formal consultations in the second quarter of 2019. In addition we sent out a newsletter to all Barbican Residents inviting them to complete a short questionnaire on the proposals. This will help inform both the designs and future communications.
6. We are currently working with the help of City Surveyors and Procurement on appointments of the key professional services that we will need to help us progress the project to the next stage. A Project Board chaired by the Headmistress comprising senior City Officers is being constituted to supervise the project.

List of Appendices

None

Alan Bubbear

Bursar, CLSG

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Committee(s):	Date:
City of London Freeman's School Board of Governors City of London School Board of Governors City of London School for Girls Board of Governors	7 February 2019 11 February 2019 13 March 2019
Subject: Revised Capability Procedure and Probation Procedure	Public
Report of: Chrissie Morgan, Director of Human Resources	For Decision
Report author: Aniki Applewhite -Town Clerk's Department	

Summary

The Managing People Policy in relation to teaching staff was introduced in 2016 which sets out the policy, intent, standards and responsibilities of the various parties whilst seeking to resolve cases through informal measures. The new Disciplinary and Grievance Procedures were introduced at the same time and have been in operation for 1½ years. The Capability Procedure has now been completely reviewed moving it to an approach which focuses on supportive measures to help secure an improvement in the performance of employees. The Probationary Procedure has also been reviewed and updated in line with the Managing People Policy principles

Recommendations

Members are asked to:

- Approve the revised Capability Procedure;
- Approve the revised Probationary Procedure;
- Note the additions to the management levels authorised to take action in the Managing People Policy.

Main Report

Background

1. Following on from the introduction of the Managing People Policy in 2016 which sets out the policy, intent, standards and responsibilities of the various parties; the Disciplinary, Grievance and Sickness Management Procedures were reviewed.
2. The final two managing people procedures which sit beneath the overarching Managing People Policy – capability and probation – have now been revised.

3. The review of the Capability Procedure (appendix 1) and Probation Procedure (appendix 2) align with the HR strategy to streamline and simplify the procedures so that they are easy to follow and strip away information that is more appropriate for guidance and training.

Current Position

4. The revised Capability and Probation Procedures emphasise the importance of early intervention and collaborative action.
5. The Managing People Policy has been well received across the organisation as it has provided clarity on the roles and responsibilities of managers, employees and HR. However, through the review of the Capability Procedure it was identified that managers and employees would benefit from guidance on best practice when managing performance.

Key Changes

6. Capability Procedure
 - This procedure outlines the formal capability management steps. However, the manager must have undertaken and be able to evidence that an informal process has taken place beforehand that allowed the employee the opportunity to improve;
 - Additional detail on how to deal with the impact of ill health or suspected ill health contributing to an employee's capability to carry out the full range of duties of the post;
 - Action Plan has been renamed as Performance Improvement Plan;
 - Detail included on the format of the formal meetings.
7. Probation Procedure
 - The Probation Procedure has been redrafted in line with the general principles of streamlining and simplifying our HR procedures;
 - There is no longer a right for an appeal hearing if an employee is dismissed, instead the employee can request an independent review of the decision.
8. Managing People Policy
 - The management levels authorised to take action have been added to include action taken under the Capability Procedure and Probation Procedure (appendix 3).
 - Following feedback received with regards to the equivalent document in the Employee Handbook the table has been reformatted.
 - It is clarified that the involvement of the Teachers' Disciplinary Committee will, where appropriate, mirror the disciplinary procedure in relation to capability, sickness and grievance.

Implementation and Transitional Arrangements

9. The new Probation Procedure will apply for new starters from 1 September 2019. The current procedure will continue to apply for all new staff who start before 1 September 2019.
10. In relation to the Capability Procedure:
 - Formal cases will at the point of review, move to the appropriate stage of the new procedure;
 - Any cases where a final meeting to consider dismissal is pending will be considered under the current procedure;
 - Any appeals that are currently pending will be heard under the current appeal process.

Corporate & Strategic Implications

11. The review of these two procedures completes the review of the five policies and procedures which sit underneath the overarching Managing People Policy as part of the Corporate HR Business Plan.
12. Colleagues from Town Clerks, Comptrollers and City Solicitors, the 3 City Schools, representatives from the six Staff Networks, the Trade Unions have been consulted on the development of these procedures for support staff. The Heads at the 3 City Schools were also consulted on their development.
13. The Staff Side and Common Rooms have been consulted on these procedures for Teaching Staff. The policies were largely accepted. The main issues raised were around how the procedure / process would work in practice and clarification of wording used. There was a slight concern, steps would be carried out by inexperienced managers and so they wanted more detail within the procedures which doesn't align with the HR strategy of streamlining. They were reminded that these were the minimal levels agreed by the Heads and assured that more senior management, HR, Occupational Health or other appropriate people could provide guidance and support. It was also explained that actions must be proportionate and as each case is different, the documentation should not be prescriptive or overly bureaucratic.
14. An equality test of relevance, for both the Capability Procedure and Probation Procedure was undertaken and identified no relevance to equality as they are both neutral in their approach and appropriate actions and measures will be put in place by managers through the application of the procedures.

Legal Implications

15. These have been considered and incorporated in the report and new revised policy and procedures.

Conclusion

16. The review of the final two Procedures which sit under the overarching Managing People Policy continues the HR approach to streamline, simplify and standardise our policies and procedures with an emphasis on early intervention, and informal and collaborative working with employees to help them meet the required standard of conduct, performance and attendance.
17. The procedures will be reviewed during the first year of implementation and any major matters arising from the review will be reported back in a year's time.

Appendices

- Appendix 1 – Capability Procedure
- Appendix 2 – Probation Policy
- Appendix 3 – Managing People Policy

Background Papers

- Equality Test of Relevance for the Capability Procedure
- Equality Test of Relevance for the Probationary Procedure

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E3 Capability Procedure for Teachers

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Scope

1. This procedure must only be used for managing formal capability issues. Managers should ensure that informal steps relating to performance management, as outlined in the Supervision and Performance Management of Employees guide, are undertaken and documented in the first instance.
2. This policy applies to all teachers at the three City of London school including Heads of Departments who have completed their probationary period with the City of London

Corporation. This policy does not cover the Head Teacher, for whom separate procedures. It should be used when routine performance management activities and support have failed to result in performance at the required standard.

3. The procedure does not apply to agency workers, casual staff, consultants or other workers providing services to the City Corporation.
4. The Director of Human Resources will be responsible for the interpretation, advice and management of these procedures on behalf of the City Corporation.

Principles

5. The procedure is designed to:
 - help managers to set and reinforce expectations / illustrate specific areas of underperformance / set standards of improvement;
 - assist managers and teachers to agree a course of action and specific steps to improve performance;
 - allows teachers the opportunity to improve their performance through agreed action plans with clear objectives;
 - provide reasonable support, training and assistance to help a teacher overcome under performance;
 - ensure performance is monitored and progress recorded and communicated to the teacher;
 - ensure that teachers understand that if they fail to improve to the standard required this could ultimately lead to dismissal;
 - ensure that teachers are treated fairly and equitably.
6. The stages in this procedure are:
 - Formal Stage 1
 - Formal Stage 2
 - Formal Stage 3 (only applicable in certain situations)

Introduction

7. The City Corporation is committed to providing reasonable support to teachers to meet the required standards of performance as outlined in the job description, person specification and any supporting operational and / or technical procedures which may apply.
8. The Managing People Policy provides clarity about how the behaviour, actions and performance of teachers that fall short of that expected by the City Corporation will be managed.

9. It is recognised that most teachers provide good, and on many occasions excellent performance. Sometimes, however, teachers may not perform to the required standard expected by the City Corporation as a result of a lack of capability or competence.
10. This procedure aims to support teachers in achieving the expected standard of performance. We aim to work collaboratively and constructively with teachers to help them to reach the standard required in a non-adversarial way.
11. Managing poor performance fairly, objectively, effectively and promptly is critical to maintaining a professional business. Failure to address poor performance results in inefficiency and may lower engagement throughout the rest of the workforce.
12. Managers are expected to provide teachers with appropriate supervision, guidance and the necessary tools and equipment to undertake their duties. However where levels of performance fall short of that expected by the City Corporation, despite informal efforts to help the teacher improve, managers will take appropriate steps as set out in this procedure.

When Does This Procedure Apply

13. If poor performance is due to lack of skill, ability, aptitude or knowledge in relation to their job, i.e. they cannot do something; this should be dealt with under this procedure (see Appendix 1: Capability Procedure Flowchart).
14. Before the formal procedure is used, the manager should have set standards to be achieved and objectives to be met for improvement within a specified timeframe (refer to the Managing People Policy). **This procedure should only be used when informal standard setting has not led to a sustained improvement in performance by the teacher.**
15. If poor performance is due to carelessness, poor attitude, combined with a failure to perform tasks to meet the expectations of the role, i.e. they will not do something; this should be dealt with under the disciplinary procedure.
16. Where a teacher is believed to have committed acts (or a single act) of serious negligence so as to create a danger to themselves or others, or where they have made serious errors to the detriment of the City Corporation, this may be dealt with as gross incapability or, in the case of deliberate acts, as gross misconduct under the disciplinary procedure. This can occur at any stage in the process where appropriate. (Note: if a teacher is within their probationary period action should be taken under the probation policy, not the disciplinary procedure).
17. Action taken under this procedure will depend on:
 - the reason for poor performance;

- the seriousness of the concern(s);
 - measures taken to address the issue(s) informally;
 - the skills, qualification and experience required for the job;
 - the seniority of the teacher;
 - the level of improvement that has been secured and maintained; and
 - known mitigating factors.
18. Management levels authorised to take action under this procedure are set out in the Managing People Policy.
19. The responsibilities of managers, teachers and human resources are as outlined in the Managing People Policy.
20. At all formal meetings teachers must appear in person, unless the manager chairing the meeting agrees otherwise. The meeting is intended to be open, collaborative and non-adversarial as this is not a disciplinary matter and the intention is for managers to set standards and secure improvement in performance by the teacher.
21. Where ill health or suspected ill health is contributing to a teacher's capability to carry out the full range of duties of the post (but has no significant impact on attendance levels) this policy will apply.
22. Where a teacher's sickness levels have resulted in the teacher reaching a trigger level or the teacher is informed that a pattern or type of sickness absence is causing concern the Sickness Absence Policy will apply in the normal way. However, it may be necessary to manage the teacher concurrently under the capability procedure if the teacher is not undertaking the full range of duties required by their role when they are at work. Where a phased return is required following a long sickness absence, expectations will be clearly outlined to allow the teacher to be managed under both processes.
23. Alongside the principles set out in this document, managers should consider any Occupational Health (OH) recommended advice and adjustments to the duties in line with the teacher's condition and the Equality Act 2010.
24. Where the teacher's ill health arises from a disability, as defined by the Equality Act 2010, the manager has a responsibility to consider making reasonable adjustments (on either a temporary or permanent basis) to the working environment, working practices and potentially to the terms and conditions of service within the contract of employment. In all such cases, the manager should discuss this with the HR contact before taking any action.
25. Where alcohol or drug misuse or other dependency is suspected and performance is affected, managers should address this with the teacher and provide them with an opportunity to declare the problem and an early referral to OH should occur.

Managers, in consultation with OH advice, will agree the options to improve the teacher's performance and continue to monitor.

26. In all cases, medical advice will be sought from the Occupational Health Service. The manager will discuss this advice with the teacher.

Right to Representation at Formal Meetings

27. Teachers have the right to be accompanied at formal capability meetings by a trade union representative or a work colleague. The teacher and their companion must make every effort to attend all meetings arranged to discuss their performance. If the teacher's companion cannot attend on the date arranged the teacher may offer a reasonable alternative date and time so long as it is no more than five working days after the original date.
28. Where a teacher or their companion continues to be unavailable to attend a meeting or fails to attend, the teacher may be advised that the meeting will be held in their absence and concluded on the information available.

Performance Improvement Plan

29. A Performance Improvement Plan (PIP) is a written plan which details a series of measures designed to help improve the teacher's performance. Each measure will ideally be agreed with the teacher, although the manager (or City Corporation) reserves the right to insist on any aspect of the PIP in the absence of agreement.
30. The PIP should:
- Clearly and objectively set out where the teacher is failing;
 - Set out the improvement expected of the teacher using measurable objectives;
 - State whether any support or training will be provided;
 - Provide the timescales and frequency of reviews;
 - Consider OH advice in ill health cases as appropriate.
31. An example of a PIP can be found at appendix 2.

Formal Procedure

32. Before commencing the formal procedure line managers should speak with their HR representative to ensure that appropriate action is taken.

33. Line managers will write to teachers giving them at least 5 working days' notice of formal capability meetings. The letter should contain sufficient information about the poor performance and its possible consequences, including any previous performance discussion notes and any documents to be referred to in the meeting (for example job description, person specification, 1:1 notes, appraisals etc.).
34. The purpose of the meeting is to be solution focussed and to be collaborative it is not the intention that there would be witnesses called to meetings to do with teacher's performance. In exceptional circumstances the Director of HR will determine if it is appropriate for witnesses to be called.
35. A representative from HR may also be present at the meeting.

Format of Formal Meetings

36. At the formal meetings the line manager will:
- Explain the purpose of the meeting;
 - Allow for adjournments to take place should they be required;
 - Confirm that they and the teacher have the same documents;
 - Clearly set out the specific areas that are falling below the expected performance standard, providing examples;
 - Discuss any efforts already undertaken to improve the level of performance (by both the teacher and the manager);
 - Discuss the type and level of support that has already been put in place;
 - Discuss any reasonable adjustments under the Equality Act 2010 which have already been implemented or considered;
 - Discuss the impact on the service and team;
 - Discuss options on possible remedies, together with any appropriate training / retraining support;
 - Set a Performance Improvement Plan (PIP) and the timescale during which improvement is required (as appropriate);
 - Explain the consequences of a failure to achieve any further action plan put in place.
37. The teacher will:
- Be given the opportunity to comment on the accuracy of the records and history, and raise any new issues or factors which may have impacted on their performance;
 - Provide an explanation about attempts to improve performance under the informal process or earlier formal stages;

- Discuss any possible remedies, including what reasonable support they may require (for example coaching, training courses etc.) in order to achieve the required standard of performance;
 - Provide examples of reasonable adjustments that may allow them to return to optimum performance.
38. At the end of the meeting the manager will adjourn to consider the outcome and will notify the teacher of their decision.
39. The potential outcomes at the first formal stage are:
- no further formal action at this stage (e.g. previously undisclosed mitigating circumstance);
 - demotion (where a suitable alternative post is available);
 - a written warning or a final written warning will be issued including a PIP.
40. When making the decision the manager will consider:
- the direction of travel - has there been an improvement in performance;
 - the reason for the drop in performance;
 - the teacher's performance in comparison to expectations of teachers in similar roles (if appropriate);
 - any mitigating circumstances;
 - whether there been a change to the duties of the role / or the focus of what is required;
 - any other reasonable forms of assistance or adjustments which could be provided to support performance improvement.

They should also consider the information included in the appropriate performance management tools which may be included as part of the papers:

- Job description;
 - Person specification;
 - Learning and development record;
 - City of London Values – Lead Empower Trust;
 - 1:1 notes and action plans;
 - Appraisal documents;
 - Feedback notes;
 - Return to work interviews;
 - Time keeping records.
41. After the meeting the line manager will write to the teacher within 5 working days of the meeting, including a note of the discussion and performance issues (these will not be verbatim notes) and confirmation of the decision taken. If a warning is to be issued the letter will also include:

- The performance standard expected by the teacher and the improvement required from the teacher;
 - The help and support available to the teacher;
 - A Performance Improvement Plan (PIP);
 - The length of the review period;
 - The date of the next meeting (where possible);
 - Explanation of the consequence if performance does not improve to the required level.
42. Managers should consider any teacher requests for amendments to the formal record of the meeting. If the manager agrees, the record should be amended clearly showing what the amendments are. If the manager does not agree, the teacher's request should be attached to the written record as part of the case history, with a note explaining why they do not agree. The teacher must raise any requests for amendment as soon as they have received the written record of the discussion.
43. Where no further formal action is required, the manager should set out the reasons for this. For example to accommodate a temporary adjustment or a learning and development requirement, an additional meeting may be required. If so, the date of that meeting should be included.
44. The purpose of the first formal meeting is to jointly agree, if possible, an action plan to assist the teacher in achieving the expected standard of performance. Managers should ensure that the teacher has a clear understanding of the expected standards and what they need to do to achieve these. Teachers will be asked to sign a copy of the letter and action plan confirming their agreement to the targets and timescales set and the notes of the meeting. Ultimately it is the decision of management to determine the appropriate standards required for the role.

Outcome of Formal Stages

45. Written warnings and final warnings will include the implementation of a PIP, designed to bring the teacher's performance up to an acceptable level.
46. Review periods should normally be for 1 month, they should not be for any less. In exceptional circumstances the review period may be extended up to a maximum of 3 months, to take account of reasonable adjustments as a result of a disability, for training needs or to allow teachers who work part time reasonable time to demonstrate performance improvement.
47. At the review meeting(s) progress against the PIP will be discussed by the teacher and manager. At the final review meeting at the end of the period of improvement, the manager will advise the teacher whether or not their work performance has improved sufficiently. If it has, this will be confirmed in writing, confirming that this

level of performance is expected to be maintained, and no further action will be taken under this procedure.

48. If the teacher's work performance has not reached the standard expected, the manager will explain the shortcomings and provide them with an opportunity to respond. If there has been some improvement, then this should be acknowledged but should be set within the context of the overall issues. If the manager considers that there is not a justifiable reason for not reaching the required standard during the review period, and/or that the shortcomings are likely to continue, then progression to formal stage 2 will occur.
49. Where there has been some sustained level of improvement a written warning and a final written warning will normally be given before dismissal is considered. In the case of serious incapability or where the direction of travel has not improved, the teacher may be given a final written warning even if it is a first incidence. In the case of gross incapability, teachers may be dismissed with or without notice.
50. If incapability / underperformance is proven, the Head has the discretion to withhold any progression up the scale.
51. If a teacher is absent from work for a prolonged period of time, for example due to long term sickness absence, the review period should be extended to allow the teacher sufficient time to demonstrate a sustained performance improvement.

Meeting to Consider Dismissal

52. A formal stage 2 meeting to consider dismissal will be held if a teacher's performance has failed to improve to the required standard.
53. A manager at the appropriate level will be allocated to hear the case in accordance with the Managing People Policy, and they will formally write to the teacher inviting them to a meeting to discuss their performance. The manager chairing the meeting will be advised by an HR representative. The line manager will also be in attendance. The teacher may be accompanied to this meeting by their trade union representative or work colleague.
54. This meeting will cover:
 - Confirmation / exploration of the issues / unsatisfactory performance under the formal stage(s);
 - A review of set targets and timescales for improvement under formal stage(s);
 - Impact of the shortcomings outlined;
 - A review of the remedies implemented (e.g. any appropriate training / retraining support);
 - Outline the potential outcomes of the meeting (for example dismissal, demotion etc.).

55. The teacher will be given an opportunity to respond to the management case of underperformance and to put forward any explanation they may have for the matters identified by the manager.
56. The outcome of the meeting will be confirmed in writing within 5 working days of the meeting and may be:
- A decision to consider an alternative to dismissal i.e. demotion, transfer, or redeployment;
 - Dismissal on grounds of capability with notice (without notice on grounds of gross incapability).
57. The letter should include the reason for the decision; the date on which the decision becomes effective; the appropriate period of notice (if applicable); and the teacher's right of appeal.
58. Demotion should only be considered where they are sure that the teacher would be successful at the lower grade and where there is a post available.
59. If the outcome of this meeting is dismissal then the teacher has the right of appeal.

Appeals

60. Teachers have the right to appeal against a decision to dismiss. Appeals must be made in writing to the Director of HR within 5 working days of receipt of the letter advising of the original decision. Appeals must specify the grounds of appeal and may relate to the application of the procedure and/or the decision. In exceptional circumstances, new information may be submitted, but an explanation must be included as to why the information was not provided at the time the original decision was made and how the information is material.
61. In the case of appeals against dismissal for teachers up to and including SMT / SLT the appeal will be heard by the Teachers' Capability Committee. For teachers up to and including SMT / SLT they may opt to have an independent Level One officer or a hearing before the Teachers' Capability Committee in accordance with the Managing People Policy. Appeals against dismissal for Deputy Heads will be heard by the Teachers' Capability Committee. All Appeal Hearings will be supported by a Corporate Human Resources representative.
62. The Dismissing Officer will be asked to prepare a written response to the appeal within 10 working days of receipt of the appeal and this will be shared with the teacher. The teacher may request that their appeal is a review of the paperwork only, without the attendance of either party at a hearing. In these circumstances if the Head is agreeable to such an approach the Appeal Officer / Appeal Committee will consider the appeal and their decision will be final and confirmed in writing. In all other cases an Appeal Hearing as outlined below will be arranged.

63. Appeals will usually be heard within 15 working days of the appeal being received and a review of the decision and consideration of the specific grounds of appeal. It is not usual to have new information entered at this stage. Any request for new information must be made at the time of making the appeal to the Director of Human Resources for consideration explaining why the new information was not provided at the time the original decision was made and how the information is material. The Director of Human Resource's decision will be final and the teacher will need to provide the agreed additional documentation no more than 5 working days after this decision.
64. Employees may not additionally raise a grievance about the same issue under other procedures.

Links / Other resources

65. The City of London Corporation has an Employee Assistance Programme which is available to all employees, their partners and family members. This can be accessed on the following free phone number 0800 030 5182. It is a confidential service provided by an independent third party and can provide support on a wide range of personal and work issues.
66. The following policies and guidance documents provide further information and support:
- Code of Conduct for Teachers
 - Disciplinary Procedure
 - Alcohol and Drug Misuse Policy
 - Employee Assistance Programme
 - Managing People Policy
 - Probation Policy

Appendices

- Appendix 1: Capability Procedure Flowchart
- Appendix 2: Performance Improvement Plan

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A9 Probationary Policy

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Introduction

1. All appointments to the City of London Corporation are subject to a probationary period, during which time appropriate training and support will be provided and the ability of teachers to perform their duties assessed. It is also a time when the teacher can consider whether the new job is suitable for them.
2. Teachers have the ultimate responsibility for demonstrating their suitability for the post and every encouragement and assistance will be given to help them meet the standards of work required.

3. Managers are responsible for:
 - ensuring that the induction process is fully completed and are aware of required standards of performance, conduct and attendance;
 - ensuring that all new employees are properly monitored during their probationary period and that they raise any concerns at an early stage;
 - ensuring that the employee is informed at the start of their employment about what is expected of them during their probation;
 - taking action at the appropriate time(s).

Scope

4. The Probation Procedure applies to Teachers in the three City of London Schools.
5. This procedure does not apply to agency workers, consultants or other workers providing services to the City Corporation.
6. This procedure does not apply to existing teachers who have transferred or been promoted into a different role and are not within their initial probationary period. See Transfers within the City of London Corporation section.
7. The Director of Human Resources will be responsible for the interpretation, advice and management of this policy on behalf of the City Corporation.

Probationary Periods

8. The standard probationary period for teachers is two terms. This can be extended if there are concerns over their performance. However, employees on fixed term contracts of less than two terms may have a shorter probationary period.
9. Newly Qualified Teachers will have a three term probationary period. This probationary period would not be extended.
10. Probationary periods may be extended once, normally by up to a maximum of one term, if there are concerns relating to performance, conduct or attendance. Every effort will be made to help teachers to settle into their new role and appropriate support will be provided as required. Teachers will be advised of any issues as soon as possible and given an opportunity to discuss them and to improve.
11. If areas of concern arise during the probationary period they will be dealt with promptly as and when they arise. This will ensure that the teacher is aware of any aspect(s) of performance / conduct which is unsatisfactory and can take action to prevent the problem escalating. However, all areas of concern will be taken into consideration when deciding whether to confirm the appointment.

Transfers within the City of London Corporation

12. A teacher employed at one of the 3 City Schools, who transfers to another City School, whilst still in their initial probation when they are offered the alternative post, will have their probationary period extended by up to a maximum of one term.
13. Where teachers are promoted to a new post (permanent, fixed term or a secondment) and are not within their initial probation period with the City Corporation, managers will set objectives as part of the appraisal process. If performance becomes a concern and informal management does not result in a sustained improvement, the capability procedure will apply.

Probation and Formal Procedures

14. During the probationary period teachers will not be subject to the formal capability, disciplinary and sickness absence policies as set out in the Teachers' Guide, however, the general principles of good practice will apply.
15. If employment is terminated either during or at the end of the probationary period teachers will be notified of the reasons in writing, given the opportunity of a meeting to discuss these, and given the right to request an independent review of the decision if the outcome is dismissal.

Notice Periods

16. One half term's notice in writing prior to the first teaching day of any half term is required during probationary periods by either side. The nature of some posts means that longer notice periods are necessary. The teacher's statement of Terms and Conditions will give full details of their notice period. The teacher may be required to stay away from their place of work during this notice period.

Required Standards of Performance, Conduct and Attendance

17. Teachers are expected to meet certain required standards in relation to job performance. These required standards are outlined below. Failure to meet the required standards during the probationary period could result in dismissal.

Performance

18. During the probationary period the general principles of best practice will apply. Following successful completion of the probationary period teachers will then be subject to the appraisal process.
19. At the start of the probationary period the Head of Department and/or Deputy Head or relevant member of staff will discuss with the teacher the objectives, behavioural standards and planned development that will be used to formally assess performance.
20. During probationary periods, teachers will be under continuous assessment and meetings with the Head of Department and/or Deputy Head or relevant member of staff should take place periodically to discuss performance against the initial objectives and to identify areas for improvement.
21. The Head of Department and/or Deputy Head or relevant member of staff will discuss any concerns about attendance, performance or conduct at these meetings and will agree with the teacher revised performance criteria and timeframes and identify any further learning needs.

Conduct

22. The City of London Corporation expects the conduct and integrity of employees to be of the highest standard. The Code of Conduct in the Teachers' Guide sets out the standards of conduct required at work.

Attendance

23. Providing a quality education service to pupils and maintaining punctual attendance from all teachers is a contractual condition and is essential in providing a quality service.
24. The City Corporation is committed to employee health and wellbeing and has established policies, procedures and benefits to support employees.
25. The procedure for reporting sickness absence as explained to teachers and detailed within the Sickness Absence Policy should be followed by all employees, including those in their probationary period. If attendance causes concern during probationary periods it will be addressed and, if found to be unacceptable, may be dealt with, as set out in this procedure.

Probation Review periods

26. The Head of Department and/or Deputy Head or relevant member of staff will meet with the employee to set objectives in their first week ensuring that they understand what is required of them. Progress against these objectives will be monitored during regular 1:1 meetings.
27. Two formally documented review meetings will take place within the probationary period. The first review meeting will be half way through the probationary period. During this meeting the manager will review and assess the employee's performance, capability and suitability for the role.
28. The last probationary period review meeting will take place shortly before the half term of the last probationary term. The purpose of this meeting is to discuss performance with a view to confirming employment, extending the probationary period or providing an intention to dismiss. This meeting will be repeated if the probationary period is extended approximately and will take place shortly before the half term before the end of the extended probation period. A clear record of all meetings will be made and a copy should be provided to the teacher and the HR representative.

Failure to meet required standards

29. If during the probationary period, including any extensions, teachers fail to meet and maintain the required standards of performance, conduct and/or attendance they will be invited to a meeting by the Head of Department and/or Deputy Head or relevant member of staff to discuss concerns. As this is an informal meeting there is no right for teachers to be accompanied.
30. The Head of Department and/or Deputy Head or relevant member of staff should seek advice from their HR representative before this meeting on appropriate action which may be undertaken.
31. During this meeting, standards will be discussed. If necessary a review period set, during which improvements will be expected. Further learning needs may be identified to assist the teacher to achieve these standards. The outcome of the meeting will be confirmed in writing.
32. If standards improve satisfactorily this should be noted. If standards do not improve sufficiently the formal stage of this process will be initiated as outlined below.
33. If, during the probationary period, it is suspected or established that the employee does not have the qualifications, experience or knowledge that they claimed to have at the time of recruitment, the matter will be discussed to establish the facts. If the evidence suggests that the employee deliberately misrepresented his/her abilities, qualifications or experience in any way, their employment can be terminated.

Formal Stage

34. If the required standards of performance, conduct and/or attendance have not been met at the end of the review, the formal stage will be convened at least half a term before the end of the probationary period. If, however, the failure to meet standards is sufficiently serious then the formal stage may be convened at an earlier stage. At this point the Head of Department and/or Deputy Head or relevant member of staff will refer the case to the designated senior manager.
35. The designated senior manager will arrange a meeting, giving 5 working days written notice, setting out the reasons for the meeting and offering the right to be accompanied by a trade union representative or work colleague (whose identity should be notified to line management in advance). This meeting may result in dismissal.
36. The meeting will be chaired by the designated senior manager to the employee, and will also be attended by a HR representative. The Head of Department and/or Deputy Head or relevant member of staff will present the management case at the meeting and the employee will have the opportunity to respond.
37. The outcome of the meeting will be communicated in writing by the designated senior manager within 3 working days. Teachers have the right to request an independent review of the decision (appeal) if the outcome of the formal meeting is dismissal.
38. If dismissal is the outcome, the notice period will be one half term, unless the nature of the post means that longer notice periods are necessary. If a senior manager decides there is evidence of gross misconduct, dismissal may take effect without notice.

Review of Decision (Appeal)

39. Teachers have the right to request a review of the decision to dismiss by a more senior manager. This request must be made in writing to the Director of Human Resources within 7 working days of receipt of the original decision. The request must explain the reasons for requesting a review.
40. The designated senior manager will be asked to prepare a written response to the employee's request to review the decision within 3 working days and this will be shared with the teacher. The teacher may request that the review of the decision is a review of the paperwork only. In these circumstances the reviewing manager will consider the paperwork and confirm their decision in writing within 3 working days of considering the case. In all other cases a meeting as outlined below will be arranged. The manager reviewing the case will be supported by a HR representative.
41. The meeting will usually be heard within 10 working days of the request to review the decision being received. The meeting will be attended by the teacher and the

designated senior manager who took the decision to dismiss. The Head of Department and/or Deputy Head or relevant member of staff who undertook the formal probation review may also be present at the meeting. The teacher has the right to be accompanied by a trade union representative or work colleague (whose identity should be notified to the chair of the meeting in advance).

42. It is not usual to have new information put forward for consideration. If new information is introduced the reviewing manager will determine in consultation with their HR representative why the information was not provided at the time the original decision was made and the extent to which the evidence is material. It will be a matter for the reviewing manager to decide whether the new information should be considered or not.
43. The reviewing manager may dismiss the request, in which case the original decision will stand; or substitute some other decision (e.g. extending the probation period for a short time).
44. The decision should be confirmed to the employee in writing within 5 working days.

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E2 Managing People Policy

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Statement of intent

1. The City of London Corporation strives to be an excellent employer with a modern suite of employee benefits, employment policies and procedures. It prides itself on being committed to providing high quality management, valuing the diversity of its workforce and providing the best possible learning and development opportunities for its teachers, which in turn will enable excellent service delivery.
2. The City Corporation's Code of Conduct for teachers sets out the standard of conduct required at work.
3. Managers are expected to provide teachers with appropriate supervision, guidance and the necessary tools and equipment to undertake their duties. However where standards of behaviour, performance, conduct or attendance fall short of that expected by the City Corporation, managers will take appropriate steps as set out in this policy.

4. Managers who are involved in the formal stages of the procedures are expected to be open minded, non-biased and treat teachers consistently and fairly during the course of investigations and hearings.
5. From time to time teachers may also have concerns, problems or complaints about their working environment, conditions or treatment at work. Managers are expected to deal with these swiftly and informally wherever possible mediating between parties, notwithstanding the teacher's right to progress such matters through the formal process where necessary.

Scope

6. This policy applies to all teachers of the City Corporation and any other staff on teachers' terms and conditions of employment who have completed their probationary period, except for Head Teachers for whom separate procedures apply. This policy does not apply to agency workers, consultants or other workers providing services to the City Corporation.
7. The specific procedures to which this policy applies are:
 - Disciplinary Procedure
 - Grievance Procedure
 - Capability Procedure
 - Sickness Absence Management Procedure
 - Probationary Procedure

Teachers do not have to have completed their probationary procedure to use the Grievance Procedure.

8. The Director of Human Resources will be responsible for the interpretation, advice and management of these procedures on behalf of the City Corporation.

Purpose of the Managing People Policy

9. To provide clarity about how the behaviour, actions, performance or attendance of teachers that falls short of that expected by the City Corporation and its schools will be dealt with.
10. To provide an informal and formal mechanism for teachers to raise grievances about their working environment, conditions or treatment at work.
11. To detail the formal procedures to be followed where informal action has not resulted in the required standard being sustained on a consistent basis and/or informal action is not appropriate in the circumstances.
12. To foster a working environment that as appropriate:

- Addresses minor issues in an informal setting
- gives teachers the confidence to raise concerns and grievances without fear of reprisal
- supports and encourages improvement
- learns from mistakes and experience
- takes into consideration the working relationship with colleagues, pupils, parents, carers and stakeholders and their needs and expectations.

Aims

13. To provide a fair and consistent approach to the way teacher grievances and matters of poor standards of behaviour, conduct, performance, capability and attendance will be dealt with.
14. To deal with such matters swiftly and at the lowest level within the procedure as is appropriate in the circumstances.
15. To follow good management practice and ACAS Code of Practice on Disciplinary and Grievance Procedures in the handling of such matters.

Responsibilities

16. Managers are expected to:
 - Manage all teachers consistently, fairly and objectively
 - Ensure teachers receive appropriate induction supervision and guidance to enable them to do their job effectively
 - Ensure the formal appraisal process is undertaken
 - Highlight rules, processes and procedures and any other standards expected
 - Ensure any changes to these are clearly notified to teachers
 - Deal with any matters of concern promptly, clarifying as appropriate what the concern is, what the required standard is and as appropriate an action plan which may include any support/training that will be provided, timescale for improvement, monitoring and review period
 - In the case of grievances deal with matters swiftly and as informally as possible; clarify the issue/s and remedy sought; be clear about what outcome can realistically be achieved
 - Keep notes of incidents and of meetings held with teachers where concerns are raised and ensure an appropriate level of confidentiality is maintained
 - Treat their involvement in the formal stages of the procedures as high priority to facilitate early resolution
 - Keep people management issues confidential to parties involved
 - Comply with the spirit and meaning of this policy and procedures within it

17. Teachers are expected to:

- Honour the terms of their contract of employment
- Perform their role to a high standard, working constructively with their manager and colleagues
- Comply with rules, agreed procedures, standards and reasonable management instructions
- Work collaboratively with managers and colleagues to raise, address and resolve concerns and problems at work in a timely fashion and wherever possible informally
- Treat colleagues, pupils, parents, carers and stakeholders with dignity and respect
- Co-operate with disciplinary and grievance investigations, meetings and hearings undertaken by managers and treat such matters confidentially
- Maintain good attendance and time keeping

18. HR will:

- Provide managers with professional guidance and advice on the operations of this policy and procedures within it
- Attend formal hearings and appeals to provide guidance and advice to support the Hearing/Appeal Officer
- Monitor formal action to ensure compliance with this policy and for statistical purposes.

Levels of authority

19. The types of action that can be taken by different levels of management can be found in the table at the end of this document. For the purposes of this policy the teachers included at each level are:

Level 1
Head

Level 2
Deputy Head

Level 3
Any other member of Senior Management Team (SMT) or Senior Leadership Team (SLT)

Level 4
Heads of Academic Departments, Departmental Human Resources

20. These are the minimum levels at which action can be taken. The assumption is that matters will generally be conducted within the reporting line unless there are exceptional circumstances agreed by Director of Human Resources.

21. In addition in exceptional circumstances:

- Heads with the approval of Director of Human Resources may delegate the formal responsibilities to SMT or SLT and to teachers below that level who are appropriately trained and/or have the necessary experience for decisions up to but not including possible dismissal. This would generally apply in situations where there are limited higher level managers available.
- Equivalent levels from the City Corporation may also undertake informal and formal stages of the procedures at the City of London Schools.
- Director of Human Resources may approve the use of interim managers either internal to City Corporation or from an external organisation who are appropriately trained and/or have the necessary experience to undertake the formal stages of the procedures.

22. The Teachers' Disciplinary and Capability Committees will be comprised of the Chairman, Deputy Chairman of the appropriate Board of Governors plus the Head of another one of the City Schools. The Teachers' Grievance Committee will be comprised of the Chairman, Deputy Chairman and one other member of the Board. The Disciplinary Hearing Officer, the Dismissing Officer or Grievance Resolution Manager will present the case.

List of appendices

None

Links / Other resources

- Code of Conduct
- Disciplinary Procedure
- Grievance Procedure
- Capability Procedure
- Sickness Absence Policy
- Probationary Policy

See next page for: *Table: Management levels authorised to take action*

Table: Management levels authorised to take action

Type of Action	Level 1	Level 2	Level 3	Level 4
For all teaching staff excluding Head and Deputy Head				
Supervision				
1-2-1s, informal management, supervision tasks, standard setting	Yes	Yes	Yes	Yes
Probation				
Probation Review meetings	Yes	Yes	Yes	Yes
Formal Probation Meeting including dismissal	Yes plus an HR rep	Yes plus an HR rep	Yes plus an HR rep	
Review of the Decision (Probationary Appeal)	Yes plus an HR rep	Yes plus an HR rep		
Sickness				
Sickness RTW and informal meetings	Yes	Yes	Yes	Yes
Formal Sickness Stages 1 and 2	Yes	Yes	Yes	Yes
Final Sickness Stage meetings including dismissal	Yes plus an HR rep	Yes plus an HR rep	Yes plus an HR rep	
Approval of Sickness Absence 'deferred action'	Yes plus Director HR (DHR) or rep			
Sickness Appeals against Dismissal (excluding during probationary period)	Yes either independent to the school plus DHR or rep, or the Teachers' Disciplinary Committee (proposed)			
Disciplinary				
Approve use of formal disciplinary procedures and commission Investigating and Hearing Officers	Yes	Yes		
Formal Disciplinary Investigations	Yes	Yes	Yes	Yes
Disciplinary Hearings including dismissal	Yes plus an HR rep	Yes plus an HR rep	Yes plus an HR rep	
Disciplinary Appeals other than dismissal	Yes plus an HR rep	Yes plus an HR rep		
Disciplinary Appeals against Dismissal (excluding during probationary period)	Yes either independent to the school plus DHR or rep, or the Teachers' Disciplinary Committee			

Type of Action	Level 1	Level 2	Level 3	Level 4
Suspension				
Suspension from duty	Yes plus DHR or rep	Yes plus DHR or rep		
Grievance				
Grievance Investigations and Formal Resolution meetings	Yes	Yes	Yes	Yes
All Grievance Appeals	Yes plus an HR rep	Yes plus an HR rep		
Capability				
Capability Formal Stage 1	Yes	Yes	Yes	Yes
Capability Formal Stage 2 (and 3 in exceptional circumstances) including dismissal	Yes plus an HR rep	Yes plus an HR rep		
Capability Appeals against Dismissal (excluding during probationary period)	Yes either independent to the school plus DHR or rep, or the Teachers' Disciplinary Committee (proposed)			
For the Deputy Head				
Supervision				
1-2-1s, informal management, supervision tasks, standard setting	Yes	Yes		
Probation				
Probation Review meetings	Yes			
Formal Probation Meeting (including dismissal)	Yes plus Director HR (DHR) or rep			
Probation Policy: Review of Decision	Yes independent to the school plus an HR rep			
Sickness				
Sickness RTW and informal meetings	Yes			
Formal Sickness Stages 1 and 2	Yes			
Final Sickness Stages (including dismissal)	Yes plus DHR or rep			
Approval of Sickness Absence 'deferred action'	Yes plus DHR or rep			
Sickness Appeals against Dismissal (excluding during probationary period)	Yes either independent to the school plus DHR or rep, or the Teachers' Disciplinary			

Type of Action	Level 1	Level 2	Level 3	Level 4
	Committee (proposed)			
Disciplinary				
Approve use of formal disciplinary procedures and commission Investigating and Hearing Officers	Yes			
Formal Disciplinary Investigations	Yes			
Disciplinary Hearings (including dismissal)	Yes plus DHR or rep			
Disciplinary Appeals other than dismissal	Yes either independent to the school plus an HR rep or the Teachers' Disciplinary Committee			
Disciplinary Appeal against Dismissal (excluding during probationary period)	Teachers' Disciplinary Committee			
Capability				
Capability Formal Stage 1	Yes			
Capability Formal Stage 2 (and 3 in exceptional circumstances) including dismissal	Yes plus DHR or rep			
Grievance				
Grievance Investigations and Formal Resolution meetings	Yes			
Grievance Appeals	Yes either independent to the school plus an HR rep or the Teachers' Disciplinary Committee (proposed)			
Suspension				
Suspension from duty	Yes plus DHR or rep			

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